Promotion of Czech Green Design in Selected EU Countries

Bc. Gabriela Vrzalová

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Tomas Bata University in Zlín
Faculty of Management and Economics

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Fakulta managementu a ekonomiky
Ústav managementu a marketingu

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ZADÁNÍ DIPLOMOVÉ PRÁCE

(projektu, uměleckého díla, uměleckého výkonu)

Jméno a příjmení:	**Bc. Gabriela Vrzalová**
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Téma práce:	**Propagace českého zeleného designu ve vybraných zemích EU**

Zásady pro vypracování

Úvod
Definujte cíle práce a použité metody zpracování práce.
I. Teoretická část:

- Představte základní východiska oblasti designu a jeho managementu.
- Vymezte specifika enviromentálního designu.

II. Praktická část:

- Analyzujte aktivity a aktéry oblasti enviromentálního designu ve vybraném území.
- Představte základní východiska podpory rozvoje enviromentálního designu ve vybraném území.
- Navrhněte plán propagace vybraných českých enviromentálních designérů ve vybraných Českých centrech.

Závěr

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PROCTOR, Rebecca. *The Suistainable Design book.* London: Orion Publishing Co, 2015, 320 s. ISBN 978-1780-674-735.

Vedoucí diplomové práce: **Ing. Lukáš Danko, Ph.D.**
Ústav regionálního rozvoje, veřejné správy a práva

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L.S.

prof. Ing. David Tuček, Ph.D.
děkan

doc. Ing. Michal Pilík, Ph.D.
garant studijního programu

Ve Zlíně dne 11. února 2022

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ABSTRAKT

Cílem této práce bylo vytvoření návrhu propagace českého zeleného designu ve vybraných zemích Evropské unie. Práce byla rozdělena na dvě části – teoretická část a praktická část. Teoretická část se zabývala vymezením designu a managmentu a zeleného designu, včetně jeho typů, a udržitelného managementu, a průzkumu zahraničního trhu.

Cílem praktické části bylo vytvoření analýz projektu a vytvoření plánu organizace výstavy a její propagace. Analýza projektu byla provedena pomocí analýzy marketingového mixu a analýzy SPT. Problémy projektu byly analyzovány pomocí analýzy rizik a SWOT analýzy. V analýze rizik byla navržena možná řešení problémů. Plán a kroky propagace výstavy byly znázorněny Ganttovým diagramem. Průzkum trhu a podpory udržitelnosti v souvislosti s udržitelností byl proveden na příkladu výstavy v Rakousku.

Klíčová slova: design zelený design, udržitelný design, udržitelnost, výstava, udržitelnost, propagace, SDG, Česká Centra, Evropská unie

ABSTRACT

The aim of this work was to create a proposal for the promotion of Czech green design in selected countries of the European Union. The work was divided into two parts - theoretical part and practical part. The theoretical part dealt with the definition of design and management and green design, including its types, sustainable management, and foreign market research.

The aim of the practical part was to create analyses of the project and to create a plan for the organisation of the exhibition and its promotion. The analysis of the project was carried out using marketing mix analysis and SPT analysis. The project problems were analysed using risk analysis and SWOT analysis. Possible solutions to the problems were proposed in the risk analysis. The plan and steps of the exhibition promotion were illustrated with a Gantt chart. Market research and promotion in the context of sustainability was conducted using the example of an exhibition in Austria.

Keywords: design green design, sustainable design, sustainability, exhibition, sustainability, promotion, SDG, Czech Centres, European Union

Dedication

Dedicated to Oskar M.

I hereby declare that the print version of my Master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

CONTENTS

INTRODUCTION

This thesis has for purpose to promote the Czech green design in selected countries of the European Union.

Environmentalism and the demand for a sustainable design (and sustainable design solutions) is on the rise not only in European countries, but all over the world. This is mainly due to the fact that the population is becoming more and more aware that society endangers the planet by the overgrowing usage of its resources and pollution. Thus, several international organisations, institutions, multinational companies are taking serious steps to keep the situation under control. The European Union and other foreign countries are promoting sustainability, especially on sustainable design level. This presents significant opportunities for designers and design studios involved in green design. Thanks to government contributions and demand from companies and society, there is a great scope for new innovations and collaborations in the field of sustainable design.

One way to promote Czech green design abroad is through the Czech Centres network. Czech Centres are cultural centres of the Czech Republic, which operate in a number of metropolises. Their task is, among other things, to promote Czech culture and the reputation of the Czech Republic. This promotion in European countries can bring new collaborations for Czech designers and at the same time the Czech Republic can present its attitude towards sustainability abroad.

The theoretical part of the thesis emphasises green design, and sustainable event management.

The aim of this thesis is to create a guide for Czech Centres to organise an exhibition of Czech green design. The thesis contains a project analysis, guidelines, and an example of the basics of foreign market research for the purpose of organising an exhibition and planning the exhibition. This is done in two parts: first, selection of the actors of the exhibition, and second, promotion of the exhibition itself.

OBJECTIVES AND METHODS

The main aim of this thesis is to propose a guide for organising exhibitions in Czech Centres in selected European Union countries in order to promote Czech green design. The exhibition can bring new contacts and collaborations abroad for Czech designers who create or design sustainable designs.

The aim of the theoretical part will be to introduce the basic background of the field of design and management and specific environmental design, including its selected types. Furthermore, this part will deal with foreign market research. Part of the theoretical part will be the presentation of the analyses that will be used in the practice part.

The practical part will analyse the activities and players of the environmental design field on the example of the selected territory, including a proposal on how to carry out the analysis in order to organise exhibitions in other countries. Furthermore, the practical part will deal with the presentation of the basic basis for promoting the development of environmental design in the selected territory. A key part of the practical part of this thesis will be the examination of the design and plan of the project in order to promote Czech environmental designers in selected Czech Centres.

The analysis part consists of STP analysis, marketing mix, Gantt chart, risk analysis and SWOT analysis.

I. THEORY

1 DESIGN AND DESIGN MANAGEMENT

In the first chapter we look at the definitions and brief history of design and design management.

1.1 Design

The Designlexikon (© 2022) defines design as follows:

The term design refers to the creation of objects of all kinds according to the criteria of functionality (e.g., ergonomics) and aesthetics. Not least with regard to the market opportunities of a product, the designer aims for the best possible fusion of both categories. Depending on the content orientation, a distinction is made between display (packaging), photographic, graphic, industrial, automotive, fashion, product, textile, jewellery design, etc.

The organization CZECHDESIGN (2015) defines what design is and what is not as follows:

DESIGN	NOT DESIGN
Value	Art
Emotions	Amateurism
Innovation	Money waste
Process	Luxury
Uniqueness	Appearance only

Design co-creates the brand. It usually plays a key role in the fight with competitors. For an organisation with a longer tradition looking to rethink its strategy or expand its existing offerings, it can represent a strategic shift. Last but not least, design can contribute to the sustainability of an organisation and their products. Logo and elements of a uniform visual style or product design turned into trademarks and industrial designs become corporate assets that increase the value of the company. When choosing services or products, the customer chooses the one that catches his attention by its appearance or novel solution. Design is a strategic innovation tool that combines both creative and technological components at the same time. Design is the combination of aesthetic qualities with

functionality based on technological and economic possibilities. Design should be a tailor-made solution to the client's needs.

Design and art are not the same. Design requires creative thinking and aesthetics. Design suggests the economic aspects of production and implementation and responds to the client's target group. Design is business. Organizations use it to prosper. Organisations see design as an investment. Design can bring multiple returns to an organisation. Design work should always be done by a professional. Communication between the organization and the designer is key in the collaboration. (CZECHDESIGN, 2015)

1.1.1 Brief History of Design

The history of design begins with the development of the first products as mass-produced goods. In the 19th century, when the industrial revolution reached its temporary peak, more and more goods were in demand. The task of the designer was primarily taken over by artists. The actual profession of the designer did not yet exist at that time.

The first designers worked mainly in the centre of industrial development: England at that time took a pioneering role in the production of mass goods. As early as the mid-19th century, there were over 500 artists in Great Britain working for industrial manufacturing. This also gave rise to the individual branches of the decorative arts: arts and crafts and applied arts.

Around the turn of the century, design slowly emerged in Germany as well. Here, artists and designers worked primarily on the design of objects for interior decoration. The Deutsche Werkstätten in Dresden were particularly well known for this design art. With the so-called "life reform" in Germany, the first design workshops were established, which were mainly concerned with interior design. In 1926, this development gave rise to the so-called Bauhaus style, which is still significant today. (Design Hof, 2019)

1.2 Management

According to the Wirtschaftslexikon there are many definitions of the term management in economics and social sciences, but no universal definition, because - depending on the research perspective - there is a different object of research and different interest in knowledge. However, two main perspectives of business management language use can be identified initially: (1) a functional perspective that views and describes management as a

managerial activity, and (2) an institutional perspective that observes the governing body of different organisational forms as management.

The original Anglo-American term "management" is now used in business language to refer to the activity of managing a company from a functional perspective. On the other hand, from an institutional perspective, the managing body, i.e. the group of people in charge of a company, is also referred to as management. As such, the term refers to both an institution and a function in non-profit, public, or private sector organisations.

In the sense of a goal-oriented activity (function of management), the tasks of management are (1) setting the goals of the organisation, (2) developing a strategy to achieve the goals, (3) organising and coordinating the factors of production and leading the employees and/or volunteers for the purpose of producing private or public goods. As such, management is a basic activity and core function of modern societies. (Gabler Wirtschaftslexikon, © 2022)

1.3 Design Management

Design management consists of business decisions and strategies, and ongoing processes, that enable innovation and creation of effectively designed products, brands, environments, communications, and services that improve the quality of life and ensure business success. Design management aims to link design, management, technology, and innovation, customers to achieve a competitive advantage that takes into account these three benefits: economic, social, cultural and environmental factors. It is an art and a science that makes it possible to improve cooperation and synergies between "design" and "business" to increase design efficiency.

The scope of design management encompasses everything from design agencies and tactical management of design, functions in companies, including design operations, people, processes, and methods, to the strategic promotion of design throughout the organization as a key differentiator and driver of business success. This includes the use of design thinking or the use of design processes to solve common business problems.

Design management experts include, for example, design managers, design, directors, brand managers, creative directors, design strategists and design researchers, managers and executives responsible for design decisions in business. (Design Management Institute, © 2022)

1.4 Sustainable Event Management

There is a significant opportunity, as well as a pressing need, for events to leave a lasting positive impact and social results, as well as to motivate attendees, suppliers, and host destinations to act. Instead of being hedonistic, resource-guzzling, and waste, events have the potential to be model examples of balance between human activity, resource consumption, and environmental impact.

When dealing with environmental challenges, economic and social/cultural considerations must be taken into account. When assessing economic success, fairness and disparity, social effects, cultural context, and resource depletion and environmental degradation must all be considered. (MUSGRAVE et al., 2010, s. 1)

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Musgrave (2010, s. 5) distinguishes the three sustainability pillars: environmental, social, and economic. In some contexts, a fourth pillar, a cultural pillar, is added to the previous three. This fourth pillar correctly recognises the importance of cultural variety and cultural policy in promoting long-term human development.

These are one of the key elements of sustainability:

- resource use – renewable, non-renewable, natural, synthetic
- water and sanitation
- emissions to air, land, and water
- localised sound and light pollution, local amenity, congestion
- economic benefits
- environmental protection (from event and supply chain impacts)
- sustainable transport
- accessibility, anti-discrimination, inclusivity
- being complicit in unfair environmental pollution, labour practices, human rights abuses and degradation through procurement choices

A sustainable society, according to the UN, is one that follows the nine principles mentioned in their report:

1) building a sustainable society; 2) respecting and acting for the community of life; 3) improving the quality of human life; 4) conserving the earth's vitality and diversity; 5)

keeping within the earth's carrying capacity; 6) changing personal attitudes and practices; 7) enabling communities to care for their own environments; 8) providing a national framework for integrating development and conservation; 9) creating a global alliance.

The sustainable development goals (SDG) cover (United Nations, 2015):

- poverty
- hunger
- health and well-being
- education
- gender equality
- clean water and sanitation
- affordable clean energy
- decent work and economic growth
- industry, innovation and infrastructure
- reduced inequalities
- sustainable cities and communities
- responsible consumption
- climate action
- life below water
- life on land
- peace, justice and strong institutions.

Inclusivity:

Inclusivity refers according to Jones (2018, s. 28) to involving and informing and providing access to the event or event information for those who might be affected by the event activities, those who might have an input or create a viewpoint, and those who might have a need or demand related to your activities. Traditional landowners and indigenous peoples, local residents of the community, nearby companies, government authorities and agencies, crew, talent, venue, the supply chain, staff, and guests are all possible parties. When you talk about inclusion, you're also talking about exclusion. By recognising inclusion as a basic principle and incorporating it into your event planning, you are promising to not behave in any way that might prevent individuals who wish to participate from attending. Inclusion is the cure to discrimination. Organisers commit to anti-discrimination efforts through embracing inclusivity. Employment, programming, and procurement rules could all be used to achieve this. Inclusivity incorporates the cultural pillar for sustainability, and an organisation can reap significant benefits and drive sustainable development by honouring culture and embracing diversity. Inclusivity also encompasses communication, ensuring that all interested parties have access to channels through which to interact with the event organiser on event-related activities. Recognize and respect traditional landowners and

indigenous peoples, as well as their rights, access, and participation. This may imply an acknowledgement of traditional owners in various countries, particularly in metropolitan areas. In other areas, it may entail formally seeking permission to hold an event on land that is owned by a private citizen under common law but is under the custodianship of the indigenous people under indigenous tradition.

The ISO 20121 includes following questions to contemplate when addressing inclusivity for an event:

• How to find out who might be affected or affected by decisions and actions?

• How do the parties involved contribute their opinions on a regular basis, and how do they do so?

• How can interested parties better grasp the organisation's decisions and the consequences of its actions?

• How can be ensured that no groups or people are discriminated against or kept in the dark?

• Are there any interests that should be addressed in addition to those of the immediate interested parties?

• How may the rights and interests of the parties concerned be taken into account?

Transparency:

Transparency is important in ethical governance, as is performance disclosure.

• Ticket release dates, event information, programming, and other pertinent information should be communicated to potential attendees.

• Tendering and bidding processes should be transparent and free of corruption risks.

• Contracts should be secured and communicated to the supply chain in a timely and written manner.

• Employees and crew members should have access to information on working hours and conditions, and they should be consulted and notified if any adjustments are required.

• At appropriate points during the event planning cycle, regulatory authorities should have access to necessary regulations and plans.

• At critical moments during the event planning cycle, the local community should be kept informed of pertinent facts.

• The results of performance should be made public.

• There should be assurance and scrutiny by external parties.

• Budget transparency.

• Whistle-blower protection.

• Gifts and invitations.

If the event takes place in a natural setting, organisers should make sure that the activities do not have any negative consequences. When it comes to resource management, it should be conservative and responsible.

To accept environmental stewardship as a philosophy, ensure that waste is created in a responsible manner and that waste resources are managed responsibly (Jones, 2018, s. 30).

• Conduct an environmental impact analysis.

• Plan to protect the environment.

• Use of natural resources in a responsible manner.

• Have plans in place to guarantee that liquid, solid, and gaseous waste emissions are reduced.

• Using supply chain management, encouraging development and distribution of sustainable technology.

Responsibility in social areas:

Sustainable development concepts provide a solid foundation for social responsibility. Jones (2018, s. 30) states that they are based on widely acknowledged worldwide standards and are regularly reaffirmed and improved at international conferences on sustainable development. An organisation's culture, policy, training, and practise will be placed on a socially responsible path if these concepts are incorporated.

The very reason why social responsibility should be considered within an organisation is to contribute to the long-term development of the societal, economic, cultural, and natural systems in which it operates.

Events Enhancing Social Sustainability (Jones, 2018, s. 32):

Events can help to ensure social sustainability in a variety of ways. An event has the potential to be a good corporate citizen. This can be accomplished by:

- responsible purchasing practises
- avoiding bribery and corruption
- respecting data privacy and confidentiality
- complying to the law
- implementing fair labour practises and working conditions
- providing an inclusive and non-discriminatory work and event environment
- ensuring accessibility for all who wish to participate in the event
- respecting indigenous, cultural, heritage, or religious concerns
- having fair operating methods, including the tender and payment process
- being open communicators and delivering transparency when it is expected
- identifying and involving stakeholders in areas where they have an impact

Positive Social Outcomes Jones, 2018, s. 33):

- Employment creation, both direct and indirect.
- Support of local businesses.
- Event tourism is utilised to balance out seasonal tourism peaks and troughs by providing more benefits for a longer period of time.
- Using the event as a hook, event tourism can help to raise awareness of the place by exhibiting it. This can lead to more visitation, which can extend the other benefits even further.
- Events can act as catalysts for the revitalization or construction of infrastructure and facilities.
- The event and its programming provide possibilities for entertainment, culture, and education.
- An increase in the number of police officers and security services.
- Work experience, volunteer opportunities, and opportunities to join the 'event community, fostering a sense of belonging and involvement.

• Joy and pride in hosting such a prestigious event.

• The opportunity to encounter new people.

• A chance to show visitors and event attendees what makes the destination unique.

• The event emphasises positive ideals, such as environmental stewardship, local music, and local cuisine.

• The event provides an opportunity for friends and family to visit local community members, as well as fun and recreation with friends and family.

• Bigger local awareness of the destination's community, culture, and tradition.

Negative Social Outcomes (Jones, 2018, s. 34):

• Public funds may be utilised to organise mega-events and signature events, which may not be repaid or provide any lasting advantages

• Increased tourists may result in higher prices and property shortages. Airbnb, for example, is producing an unnatural scarcity of moderately priced rental houses in some areas.

• If an event is a failure, it can have a long-term negative impact on the company's reputation.

• Gentrification occurs when individuals are displaced or relocated as a result of an event, either directly or indirectly, boosting the appeal of an area.

• Community amenity, traffic disruption, lack of parking, renegade parking blocking access, pedestrian irritation, noise, hooliganism, and criminality are all impacted by huge crowds.

• Overuse and overcrowding of local facilities and natural settings that were formerly enjoyed by the community, such as cycle lanes, parks, beaches, ocean baths, and other recreational spaces.

• Physical consequences of big crowds, such as trampling, littering, graffiti, vandalism, and environmental damage.

• Local companies are disrupted or unable to access their customers owing to traffic, crowds, event infrastructure, or road closures.

• Construction and event activities have had an environmental and physical impact.

• Physical access restrictions to community and natural assets, such as roads and trails.

• Discontent and unhappiness if the event is not in keeping with the destination's values and culture.

• Stress induced by a variety of unpleasant consequences.

• The event's economic exploitation of local culture, with or without the consent and participation of the local community.

• Corruption of current cultural norms, morality, and values, as well as exploitation of local community beliefs and behaviours for financial gain in connection with the event, which may lead to further undesirable social or environmental consequences.

• Overcrowding, which leads to a "mob mentality" and an increase in antisocial behaviour.

• The popularity of an event can lead to the popularity of a location, which can lead to unregulated development that fundamentally alters the destination's spirit or character, thus causing a loss of identity or sorrow of 'what was.'

• Lure of a transient population for economic advantage, resulting in community disconnection, non-integration, and dilution.

• Movement is restricted due to security, policing, and accreditation regulations.

Designing-in Positive Outcomes (Jones, 2018, s. 35):

• Involve the community in all phases and stages of the event’s development and planning.

Negotiate and involve the community in plans where access to community assets may be restricted for the event period.

• Offer compensation and alternatives if access to community assets is impeded (for example, tickets to the event).

• Engage with local contractors, product, and service providers as a first priority.

• Set up a priority tender route for local providers.

• Offer discounted vendor pitches or exhibition spaces to local businesses.

• If the event may have an impact on customer loyalty because of competition or restricted access, include local businesses in the event's activities.

• Provide cheap or VIP tickets to residents living near the event site.

• By offering 'local' event entry pricing to people who live in the event's postcode.

• Offer community organisations discounted ticket prices if they buy in bulk.

• Inviting local community groups to participate in festival events and provide culinary outlets is a great way to get people involved.

• Donating to a local community organisation in return for volunteer assistance.

• Give local campaigns, causes, and activities a voice.

• Align community groups with event activities or services such as the welcome desk, information stalls, cloakroom, or programme sales.

• Aligning with causes, campaigns, or events and set up a ticket price or event profit donation to these organisations.

• Recognising and addressing any cultural or religious sensitivities that may exist in relation to the event, its activities, timing, or location.

• Providing remuneration or other profit-generating options.

• Including schools: delivering event content to schools or invite schools to participate in field trips to the event.

• Include free entry options (e.g., zones at mega-events) and provide locals ticket discounts.

Transport (Jones, 2018, s. 168):

• Buy locally to cut down on transportation impacts.

• Find and use environmentally friendly transportation companies.

• If at all possible, coordinate load-sharing.

• Encourage employees, contractors, and suppliers to make sustainable transportation logistics decisions.

• To lessen impacts, transport more equipment in large fuel-efficient trucks rather than a huge number of smaller cars.

• Calculate and report the additional ground transportation implications of transferring equipment, infrastructure, and supplies. Use this information to determine where cost savings can be accomplished and to create future cost-cutting goals.

• Tracking and reporting any material, infrastructure, or equipment transported by air. Analysing the effects and determining where plane travel can be avoided in the future.

2 GREEN DESIGN

The term "green design" is used to describe parts of design that aim to make the final product as sustainable and environmentally friendly as feasible. Green design can be used in a variety of industries, such as automotive and aeroplane design to improve aerodynamics and conserve fuel. (Designing Buildings, 2021)

Terms like green, organic, natural, clean, and ethical are in some cases regulated by country's law. In those countries products and designs must meet certain regulations in order to be labelled with these terms.
Terms regarding sustainable design:

- Product life cycle: period from the product's conception to the moment it is taken off the shelf and is no longer available. Four phases of the product life cycle: introduction, growth, maturity, and decline. The goal of sustainable design is to extend the life of a product and prevent people from having to buy the same product repeatedly.
- Circular economy: reuse of products and materials and reduction of waste. Contrast this with the linear economy, where products are manufactured for short-term use and then discarded after use.
- Modularity: The extent to which the components of a product can be taken apart and reassembled.
- Disassembly: The taking apart of a product. In sustainable design, the ease with which a product can be disassembled is an important aspect of its modularity.
- Repairability: How easily a product can be repaired.
- Remanufacturing: Restoring a product to its original specifications using parts other than those with which it was originally manufactured. These parts can be new or used.
- Greenwashing: Unjustified claims that a product is produced in a sustainable or environmentally friendly way.
- Standardisation: universal parts are used in the design of a product. By using standard parts, it is easier for the customers to find spare parts and carry out repairs instead of

having to visit a special repair technician or replace the product completely. These are, for example, universal chargers. (99 Designs, 2021)

2.1 Principles of Green Design

A paper from RWTH Aachen University (2020) distinguishes following design principles:

Zero Waste Design

The Zero Waste concept means that waste is not produced in the first place. And if it does occur, it becomes part of the recycling cycle. The concept of Zero Waste Design means "waste-free design" and intends to produce or minimise waste in the design process (design, construction, packaging, and sales), especially not to waste raw materials and reuse them instead. Social relevance of design also includes its essential responsibility for the vast amounts of waste that pollute the world in various ways. Therefore, a discourse on design must address the problem of waste. Zero Waste Design is an ethical, economical, efficient, and visionary concept to create sustainable design processes where all discarded materials become resources that can be reused by others.

Durable Design

Durability of products to reduce waste due to defects or obsolescence must be carried into design practice. It is possible to design products in such a way that they exploit the entire life of the material, while also outlasting a human life. The concept of "durable design" should work against the mechanisms of "functional obsolescence". By prolonging the life of a product, a reduction of environmental impacts around resource consumption and waste is achieved.

Fair-Trade Design

Consumers evaluate the design offer more and more according to moral aspects: the products should be vegan, produced naturally and fairly, and as emission-free as possible. With Fairtrade Design (also called ethical design), there are still no precise criteria as to what the design process should include. Ethical design is much broader. This term is about bringing benefits to the local community. Ethical design includes fair trade and is also about development and community well-being. Furthermore, a product can be called sustainable and “fair-trade” if it also actively promotes environmental protection.

Local Design

Local design means developing products from local and regenerative resources. Local design gives preference to regional producers and techniques, where good working practices and fair wages should be guaranteed. An important question is why do people buy design from other countries? As with buying food, buying regional and local design is part of an environmentally conscious life. Nowadays, more and more consumers want to know where the products they use every day come from. Local design is about protecting the environment because transport distances are short. It also reduces the amount of traffic on the roads. Design products that are transported by air have a particularly poor ecological balance.

Honest Design

The industry has identified the potential of people who carry the longing for a better world. To easily serve this longing, they offer "clean" products. Consumers no longer trust the pretended goodwill of big companies. As a result of "cause washing", the social responsibility of corporate and communication design has lost its impact. To position themselves more credibly again, they now hold up a mirror to society. They promote consensual values and norms, such as environmentally conscious consumption. Companies should communicate their values clearly and openly to consumers. The emotional note of the new brand message is important: the more the consumer is affected, the higher his possible identification.

Social Design

Social design is a tool for thinking about the value of social and natural resources in the context of the economy. The current economic system ignores the ecological and social orders that provide the context for wealth creation. The processes of marketing products reflect neither ecological nor social costs. While many individual designers are increasingly concerned about our ecological context, they struggle to realise social and ecological priorities within a capitalist system.

Cradle to Cradle® Design

Cradle to Cradle is a design concept developed in the 1990s by Prof. Dr. Michael Braungart, William McDonough and EPEA Hamburg. Cradle to Cradle (C2C) describes a safe and potentially infinite circulation of materials and nutrients in cycles. It is an approach to a continuous and consistent circular economy. C2C is a concept that requires significant

change but is highly challenging for most businesses. It presents a perspective on the circular economy of waste and food, and a need to keep technical and biological materials separate.

The basis for the cradle-to-cradle concept includes four principles:

- Elimination of hazardous materials (toxins).
- "Waste equals food" (changing our definition of "waste").
- Usage of current solar energy resources
- Usage of upcycling materials

C2C commits to question all materials and eliminate all toxic materials. The C2C approach recognises the need to consider the whole life cycle of production, transport, use and disposal, and to promote diversity in the environment.

Anti-Capitalist Design

Anti-capitalist design intends to create a non-consumerist design. In contrast to "usual" design, that is often consumption oriented, an anti-capitalist design is primarily concerned with socio-cultural responsibility of the designer. The anti-capitalist design tries to design an environmentally conscious lifestyle. First and foremost, it is about getting rid of superfluous products so that design remains focused on the important things in life. Anti-capitalist design is a conc ept for rethinking the value of social and natural resources in the context of the economy. It creates a foundation for understanding the problem of consumerist design and the new perspectives around sustainable design. (Resilienz Aachen, 2020)

Form

A sustainable design takes into consideration of how its form affects energy consumption, such as packaging, transportation costs, and fuel emissions.

Function and Usability

Sustainable products help consumers to use the product easily and with less energy consumption. Sustainable usable products can ensure less waste and throwaways.

Cost-Effective Solutions

Price is the key factor that prevents many customers from switching to sustainable products. The designer and decision-makers are therefore responsible for cost reduction of current sustainable products.

Renewable Energy

Sustainable designers should not depend on carbon energy, but instead consider products based on renewable energy, such as solar panels and wind farms.

Materials and Recycling

Another essential element of sustainable design are materials that can be easily recycled or those from which the planet can recreate in a short amount of time. Recycled and mixed materials may reduce product cost.

Durable Design Solutions

To achieve zero waste, the products must be durable enough to last a long time or they must be fully recyclable and fully renewable into new products. (Designorate, 2014)

2.2 Types of Green Design

Sustainable design ranges from small objects for everyday use, through to buildings, cities, and the Earth's physical surface. Sustainable design can be applied in the fields of architecture, landscape architecture, urban design, urban planning, interior design, industrial design, fashion design, web design and graphic design, engineering, and more. (Cote et al., 2004)

2.2.1 Sustainable Architecture

Sustainable architecture aims to minimise negative environmental impact of buildings applying efficiency and moderation of used materials, development space, ecosystem energy, and more, throughout the building process as well as during and beyond its lifecycle. (BEATTIE, Ken, 2013)

Sustainable building features: reused or recycled building materials, alternative energy sources (e.g., solar hot water), wind power, on-site power generation - solar technology, appropriate building siting, sustainable heating and cooling systems, ground source heat pumps, washing and aquifer recharge, rainwater harvesting for gardening, on-site waste management such (e.g., green roofs to control and filter stormwater runoff), and more. (ALKHATEEB et al., 2016) Currently there are passive, null-emission buildings. In the future buildings might integrate the whole power system into the building design. (DISCH,

Rolf, © 2022) With sustainable architecture engage following movements: new urbanism and new classical architecture. (Congress for New Urbanism, © 2022)

2.2.2 Sustainable Landscape and Garden Design

Sustainable landscape involves agroecology, agroforestry, forest gardens, permaculture, organic farming and growing, vegan organic gardening, ecological gardening, and climate-friendly gardening. Sustainable landscape architecture design uses techniques such as planting trees to protect buildings from the sun and from wind, usage of local materials, on-site composting, and more. Examples od sustainable landscape and garden design: Collecting water from building roofs to recharge the groundwater to prevent floods. Encouraging biodiversity by creating favourable environment providing for native animals and avoiding pesticides. (Colorado State University, 2011)

2.2.3 Sustainable Urban Planning

Sustainable urban planning aims to reduce their carbon footprint, promote higher air quality, use more sustainable energy sources, create convenient environment. This kind of planning applies to many disciplines, including engineering, technology, architecture, environmental science, transportation, biology, materials science, government, law, accounting and finance, economic development and more. Sustainable urban planning solutions may include, among others, alternative energy sources, green buildings and housing, greenways and open spaces, walkability. Sustainable urban designer should take into consideration architectural, artistic, economic, hygienic, social, and sanitary aspects. (University of Texas, 2018)

2.2.4 Sustainable Interior Design

Sustainable interior design is distinguished by environmental quality including thermal, conditions, acoustic, illumination, and air quality. There are various techniques for creating a sustainable interior design techniques such as energy efficiency, water efficiency, designing recyclable and reusable products usage of non-toxic, sustainable or recycled materials, building of better functioning products and longer lasting, usage of manufactured processes and producing products with higher energy efficiency. For instance: large windows in a room along with neutral-coloured interiors can provide maximum sunlight. (McLennan, Jason, 2021)

2.2.5 Web Design

Sustainable design also refers to web design. Every data transmission requires electricity and in many cases this is produced with coal, which in turn emits CO2.
Hosting a website locally is one way to reduce CO2 emissions, as is creating an energy-efficient website by not using videos, which reduces the website's energy consumption. Elements can be programmed not to load until the user explicitly requests it, and data can be compressed as much as possible. (99 Designs, 2021)

2.2.6 Sustainable Engineering

Sustainable engineering transforms practices along with existing engineering disciplines to those that are sustainable. Furthermore, sustainable engineering includes development and implementation of economically and technologically viable products, processes, and systems that contribute to human health and welfare biosphere, products and services designed to meet societal whilst having minimal impact on the global ecosystem. The principles cannot be taken as independent elements, but rather, should be considered as a philosophy for the development of a sustainable society. The principles are not prescriptive. They do not provide engineers with a definitive methodology for deriving a sustainable design. Rather, they provide engineers with overarching concepts that can be used along with traditional design principles to develop new products and services to be applied for the growth and development of human society, while simultaneously minimizing the impact of these designs on the global ecosystem. (Abraham, 2006)

2.2.7 Sustainable Fashion

Sustainable fashion (eco-fashion) creates fashion products alongside with ecological integrity and social justice. (Sustainable Jungle, 2021) Sustainable fashion concerns fashion textiles and manners of fashion items production and their lifecycle. Fashion industry leaves a huge negative impact on the environment, including carbon footprint, water pollution, air pollution, and overall climate change. (RO, Christine, 2021) Sustainable fashion considers fashion from the viewpoints of a variety of stakeholders, ranging from current clothing makers and customers to future clothing producers and consumers. (Sustain Your Style, 2021)

Sustainable fashion is associated with the following terms: fast fashion (which is not sustainable fashion) and slow fashion.

The fast fashion system is concerned with the temporal characteristics of fashion, specifically the continuous flow of new commodities onto the market. The term describes accessible, cheap, and on-trend clothes retrieved from global production chains. The clothing is manufactured in dangerous methods to keep up with shifting fashion trends. The main issue consists of the consumption of fast fashion items on a massive scale. (McDONALD, Charles Daniel, 2017)

Slow fashion concept promotes respecting of human living conditions, biological, cultural variety, and limited global resources. The slow fashion movement spreads awareness of the designing processes and their impacts on resource flows, ecosystems, communities, and workers. Slow fashion includes traditional production techniques, durable products, and design concepts that can last materially and aesthetically for longer periods of time. One of the disadvantages of slow fashion is its price that do not meet people's low incomes across the globe. Another obstacle is the fact that many people cannot connect to a certain social status as they cannot afford slow fashion items. (Tourissimo, 2016)

2.2.8 Sustainable Engineering

Sustainable engineering is a process of designing or managing systems in a way that does not impair the natural environment or future generations' ability to meet their own needs.

Engineering aspects of sustainable design are design for recycling, life cycle analysis, design for disassembly, pollution avoidance and design for the environment.

Green engineering seeks to achieve four objectives (Brasier et al., 2008, s. 11):

- Waste reduction
- Pollution prevention
- Materials management
- Product enhancement.

Green engineering encompasses a wide range of techniques for making processes and products more environmentally friendly and long-lasting. Each of these methods is based on the observation of probable consequences in space and time. Architects consider the sense of place while designing buildings. Engineers see the site map as a series of fluxes that breach the barrier. Both short and long-term repercussions must be considered in the design. Those long-term repercussions are due to sustainable design. It's possible that the

ramifications will take decades to manifest. Sustainable design necessitates a thorough examination of a design in terms of both place and time. Some consequences may take millennia to manifest themselves. For example, the amount to which we use nuclear power to generate energy is a long-term design decision. Half-lives of hundreds of thousands of years are possible for radioactive wastes, suggesting that half of the radioactive isotopes will decay in that time.

A long-term, life cycle perspective supports all four of the above green engineering aims. Product's life cycle should provide a complete view of the product. A life cycle analysis considers all aspects of a product, process, or activity, such as raw manufacturing, shipping, materials, distribution, maintenance, use, recycling, and final disposal. The first step in a life-cycle assessment is to collect data on a material's passage through a recognisable civilization. Once the quantities of various components of such a flow are known, the primary functions and effects of each phase in the manufacturing, manufacture, consumption, and recover of such a flow are evaluated. To produce a sustainable design, engineers must optimise for aspects that deliver the best performance in the shortest amount of time. (Brasier et al., 2008, s. 27)

Sustainable design is not only about using recycled packaging paper or reducing packaging itself (although this is a component of sustainable design). The goal is to reduce human dependence on natural resources such as oil, water, coal, and air, and ideally not to rely on them at all. It's about how electronic devices are designed, or products are built so that you don't have to replace them completely every time they break down. It's not packaging made from recycled materials and avoiding plastic.

Some of the principles of sustainable design old. Over a hundred years ago, products and packaging were designed to be reused and incorporated into new products, and to be built with universal parts so that they can be easily repaired.

Sustainable design and environmentally friendly/eco-friendly design are two related terms. Here is the difference:

- Sustainable: No natural resources have been exploited in the manufacture of the product. The product is manufactured using processes that do not compromise future generations' access to resources.

- Eco-friendly: The design does not harm the environment in any way. This term is broader than sustainability and if a product is labelled 'environmentally friendly', it may mean that it has been designed and manufactured in a sustainable way. An environmentally friendly product could use non-toxic materials or renewable resources. (Brasier et al., 2008)

2.3 Green Technologies

Green technology is an environmentally friendly technology, sensitive to the need to conserve natural resources, minimises pollution and environmentally damaging emissions in the production process, and produces products and services that are environmentally friendly to exist and consume. The green sustainable technology has evolved from the contribution of research in the fields of sustainable development and renewable energy sources. Its practical applications are not diverse, even though the theory of green technology is not new. The concept of green technology has not yet achieved consensus among economists, environmentalists, and international consensus. It is a highly complex concept. It is not likely that there will be a consensus on its meaning, use, utility, and policy implications in the short term. (CHATURVEDI, 2017)

The use of environmentally sound technologies (ESTs) has been recognised by the United Nations Conference on Environment and Development (UNCED) as essential to achieving sustainable development. The UNO Agenda 21, which deals with environmentally sound technologies, stresses the "need for favourable access to and transfer of environmentally sound technologies, in particular to developing countries, through supportive measures that promote technological cooperation and should enable the necessary transfer of technological know-how, as well as economic and technical development. EST consists of methods and tools to achieve sustainable technology through optimisation process considering environmental costs. They aim to create a balance between humanitarian contribution to the environment both physically and mechanically. The ETSs represent great importance to researchers in multidisciplinary fields, including economics and supply chain. Existing models for ESTs build sparingly on a conceptual framework that would help analyse the overall dynamics of technology diffusion. The ESTs have an impact on the economic growth. However, it is necessary to understand the factors that may be slowing down the growth rate. (CHATURVEDI, 2017)

3 GREEN DESIGN AND GREEN EVENT MANAGEMENT

Design for environment, life cycle design and green design are important concepts to achieve further sustainable growth and development.

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The terms green design, design for the environment, and life cycle design refer to practices that are intended to yield products whose aggregate environmental impact is as small as possible. Since the goals of all of these practices are largely the same, many people use these terms interchangeably, though some distinctions are possible. (Glantschnig, 1994, s. 508)

3.1.1 The Green Industrial Revolution

Industrial revolutions are triggered by the coming together of a new technology for producing energy (steam in the first industrial revolution and combustion in the second industrial revolution) and a new form of communication technology - the printing press, or analogy - which is spreading rapidly of new ideas to accelerate the adoption of inventions. In this age of fossil fuels, combustion and greenhouse gases, a new social and economic movement has emerged.

Today another industrial revolution is underway. The green industrial revolution has begun in many parts of the world. Parts of Asia and Europe have been developing sustainable, energy-independent communities for over three decades. It is driven by linking lightning-fast digital communication with internet access to almost all scientific knowledge, social networking that has created a "global village", and new energy generation sources of renewable energies with associated green smart grids, smart machines, and the 3D printing (additive manufacturing). As more inhabitants move from provincial to metropolitan regions looking for opportunities, more assets will be expected to give labour and products to a developing metropolitan populace. *(*Woodrow 2014, s. 18)

3.2 European Union

European Union countries, implement policies and programmes to become energy independent by 2050 through renewable energy. Germany, through its feed-in tariff (FiT) programme, was the leading producer and installer of solar panels for homes, offices, and large open spaces between 2006 to 2009. The Danish government has adopted national

policy. This includes local plans and financing to develop decentralised renewable energy systems. Denmark aims to use 100 % renewable energy by 2025. *(*Woodrow 2014, s. 28)

3.2.1 Zero Energy Buildings

The European parliament's definition of zero energy buildings is the following: *"Net zero energy building means a building where, as a result of the very high level of energy efficiency of the building, the overall annual primary energy consumption is equal to or less than the energy production from renewable energy sources on site." (*Woodrow 2014, s. 45) However, due to the various climate conditions, there occur differences of energy consumption in the same type of a zero energy house in various European countries.

Zero energy houses produce as much energy as they consume. There are multiple ways of accomplishing zero energy levels in a building. Energy transformation of the house requires almost no energy for its support and has sustainable energy frameworks for power production on-site or is connected with sustainable power sources on a grid. Assuming that a zero energy house creates energy on-site and is not associated with a network, it very well might be called an autonomous house. If a house produces more power than it consumes, it very well might be named as a "plus energy" house. A zero energy house can be connected with a grid and has therefore the option to buy purchase energy that is produced off-site by sustainable power sources.

A house connected with a framework may likewise supply its energy overflow to utilities. When detached houses are transformed into zero energy buildings, they can produce power by photovoltaic panels and wind turbines. Some EU countries and the United States currently offer a choice to sell overabundance power created nearby. (Woodrow, 2014, s. 219-221)

3.2.2 Netherlands

The experimental urban project Almere Zoneiland (Sun Island) is situated in the Dutch town Almere in Flevoland. The first project in The Netherlands where houses in a neighbourhood are warmed by one solar system energy framework altogether. Zoneiland contains 520 solar panels that cover an area of roughly 7000 m^2. The European Union supports the project financially. The territory of Flevoland recovered from the previous Zuiderzee Lake in The Netherlands. The country is one of the largest land recovery projects on the planet. Almere has developed from zero to turn into an enormous city in 40 years. Currently, the city of Almere counts roughly 220.00 occupants. The population growth, the preparation, and the

area, Almere has turned into The Netherland's fastest developing city and Europe's quickest developing "new town." (Woodrow, 2014, s. 45-46)

4 FOREIGN MARKET RESEARCH

The task of foreign market research is to provide information for the planning, implementation and monitoring of the success of the foreign engagement. Foreign market research, like any form of market research is always based on a specific a specific objective, whereby a distinction must be made between import and export market (Büter, 2017, s. 125):

- Import market research: The object of import market research is to obtain information on foreign procurement opportunities and their evaluation within the framework of an international purchasing strategy.
- Export market research: The objective of export market research is to investigate foreign markets regarding the sales potential (export potential) of domestic products.

Büter (2017, s. 126) distinguishes differences between domestic and foreign market research exist particularly in information, in the weighting of the individual market research methods and in the problem of cross-national comparison of market data. Key features of the information area of foreign market research result from the fact that with the expansion of entrepreneurial activities into foreign markets is associated with a quantitative and qualitative expansion of the information associated with it. In qualitative terms, the need for information changes due the fact other than the domestic information is needed. Information about the economic, political, and socio-cultural framework conditions of the target countries are required as well as information of the transfer conditions. This concerns, for example, information on tariff and non-tariff trade barriers, such as customs duties, import quotas and import licences, as well as information on country-specific measures and regulations.

As following, Büter (2017, s 129) distinguished secondary and primary research.

Foreign market research can use the same market research methods as domestic market research. The procurement of information about foreign markets can be obtained through secondary research as well as through primary research. Both methods can be based on both internal and external data collection.

As an example, following categories of data can be applied for export market research:

- **Company-internal secondary data** consists of data that are available within the company, such as Order documentation, turnover statistics, trade fair reports and project documentation.

- **Company-external secondary data** is all data that is already available and can be obtained and analysed by institutions outside the company. These are usually country market-related data, such as country, industry and market structure data, market structure data, socio-demographic structure data, technical data and general foreign trade data and general information on foreign trade law.
- **Company-internal primary data** include, for example data that serve to check the company's internal export capability. They can refer to an evaluation of the possibilities of adapting the product and service range to the requirements of the respective foreign target markets. The results can be summarised in a company-internal strengths/weaknesses profile.

Company-external primary data is newly collected data that is determined by market research institutes on behalf of the company. It is mostly customer-related data concerning consumer's behaviour of the target group. External primary data collection can be used if there is no published data material or if the data do not meet the requirements of the required information.

The focus of foreign market research is on secondary research. This is evident from the large number of potential country markets to be worked on. Primary research is primarily of export business, especially in mass markets that have already been developed. The methods are usually modified and less complex than those used in domestic market research.

Secondary research, or desk research, is based on source research, finding suitable sources of information, and evaluating the information found according to the purpose of the research. Due to cultural and linguistic differences, conducting primary data collection or "field research" abroad usually requires the involvement of native speakers prior to the research. In primary research there is the problem of cross-national equivalence in data collection and measurement methodology. For example, in surveys, direct translation is often not possible. Also, the value of answers in surveys regarding agreement or disagreement may differ due to national cultural influences. Therefore, business trips are of particular importance for assessing business opportunities in foreign trade and for gaining direct contacts in the target country.

Possible sources of information: information from banks and financial institutions, market research institutes, business information services, credit agencies, private address publishers and international consultancies, foreign representations, such as embassies and consulates,

foreign chambers of commerce, foreign representative offices of trade and industry associations (Büter, 2017) .

Secondary research is usually more time-efficient and more cost-effective than primary research. However, the multitude of information possibilities quickly leads to information overload. Furthermore, there is the problem that the information obtained can only be evaluated to a limited extent regarding the specific task. When comparing secondary data across countries, a multitude of problems arise that often lead to misinterpretation. Secondary data are often reprocessed and sometimes also combined with primary data.

The comparative problems of economic and market data between different countries can have many causes:

- **Different reference values**: Comparison problems arise due to different data composition (data lumping). Statistical data can be based on different units of measurement and different populations. For example, statistical data for vehicles may include passenger cars as well as vans and possibly other types of vehicles.
- **Problem of monetary value-based measures:** Monetary units, such as income, trade volume, consumer spending, etc., are expressed in the respective national currency, considering the inflation rate. When comparing international data, different survey periods as well as the age of the data and their sustainability, are often problematic.
- **Problems of comparing absolute and relative values:** Market developments in emerging markets are often characterised by high growth rates, which may give rise to exaggerated expectations.
- **Unofficial economic accounting:** The extent of the black economy varies from country to country. In industrialised countries, services are part of the official economic accounts. In many emerging and developing countries, services are not included in the official economic accounts at all, or only to a small extent.
- **Non-legitimised trade disputes:** Non-legitimised cross-border smuggling (cross-border smuggling) can further complicate the meaningfulness of foreign trade and market statistics.

- **Small-country problems:** Foreign trade indicators, such as export and import quotas are naturally higher in small countries and for companies that have their headquarters in such countries are naturally higher. (BÜTER, 2017, s. 189)

5 RESEARCH METHODS

5.1 Marketing Mix

The marketing mix is a marketing concept for putting a company's marketing strategy into action. A marketing mix consists of four sub-areas in general, although a fifth sub-area is increasingly being added to the marketing mix's foundation. The sub-areas all begin with a P, which is why the marketing mix is sometimes referred to as the four or five P's.

Product

Price

Place

Promotion

People (optional)

The marketing mix is a targeted combination of marketing tools. In foreign trade it is about deciding which marketing tools should be used intensively and in which chronological order they should be applied in foreign markets. Decisions on the marketing mix are based on the corporate policy objectives of the respective foreign target market, from which the sub-objectives of the individual marketing instruments are derived. The classification of marketing instruments includes product, price, distribution, and communication policies. The weighting of the individual marketing instruments is mainly determined by the type of product and the possible distribution channels in the foreign target market. The problem with planning the marketing mix is that each individual marketing instrument must be supplemented or supported by other marketing instruments and that only a targeted combination of all instruments will result in an optimal marketing mix. An optimal marketing mix can only be derived as a theoretical objective since information restrictions apply to the information domain relevant for marketing planning. They may, for example, consist of insufficient or incorrect information on market developments in foreign markets. They are also due to incorrect assumptions or hypotheses about the causal relationship between marketing policies. (Marketing Portaal, 2022)

5.2 SMART Method

The SMART approach is a goal-setting and goal-achieving strategy. The acronym SMART is made up of the first letters of each of the five steps. To be met, objectives must be Specific, Measurable, Achievable, Reasonable, and Time-bound, according to the SMART formula. The SMART method was created in the 1950s by management scholar and innovator Peter Drucker, who devised criteria for bettering goal formulation so that they are measurable, motivating, and achievable. (Karriere Bibel, 2022).

5.3 STP

The STP strategy recommends dividing the entire market, selecting the best segments, and developing strategies to reach the selected segments. The whole process known as the STP strategy involves segmentation, targeting and positioning. The marketing strategy consists of two core issues: The first is which customers to "serve" (segmentation and targeting) and how to create customer values for the selected customer (differentiation and positioning). The objectives of the STP strategy are used primarily to improve marketing performance, increase customer satisfaction, differentiate from competitors, and increase profitability.

Segmentation

With regard to the selection and evaluation of the target segments, decision criteria must be established for a selection of the target group. Therefore, segmentation is a division of a large heterogeneous market into smaller sub-markets with a clear view on the demand side. The main aim of market segmentation is to create as much overlap as possible between the products to be offered and the needs of the target group.

Targeting

When selecting a target group, the attractiveness of the segments and the objectives and competences of the company must be taken into account. Targeting evaluates the previously defined segments and selects targeted market segments. The attractiveness of the segment on the one hand and the objectives and competencies of the company on the other play a role in the choice of the target market. With regard to the selection and evaluation of the target segments, decision criteria must be established for a selection of the target group. For example, using a scoring model, identified segments can be evaluated. In the first step, the weighting of the criteria is determined. In the second step, the individual criteria must be

assessed on a scale of 1-10. The product of the rating and the weighting indicates which segments are the most attractive.

Positioning

Positioning refers to the place the product occupies in the customer's perceptual space. To this end, the communication of the product's characteristics is of great importance. Ultimately, positioning is aimed at actively shaping a brand in the relevant market. As a result, the challenge is to create a unique advantage for the intended target segment. (Marketing Theorie, 2013)

5.4 Risk Analysis

The risk analysis includes all activities for assessing, evaluating, and prioritizing the risks (including opportunities) in the project. It thus forms the basis for all further steps of action planning and assessment, as well as for risk monitoring in the project.

It is an indispensable part of risk management and should be seen as an iterative process in the course of the project following the risk identification. (Projekt Magazin, 2022)

5.5 Gantt Chart

A Gantt chart is a bar chart that can provide a visual overview of tasks of a project that are scheduled over time. The chart is a useful way to show what work is planned to be done on specific days when planning a project: Team members and project managers and can view the start dates, milestones, and end dates. The Gantt chart is named after Henry Gantt who popularized this project management chart in the early 20th century. (Project Manager, 2022)

II. ANALYSIS

6 PROMOTION OF SELECTED CZECH GREEN DESIGNERS IN SELECTED CZECH CENTRES

This document serves as a basis for a possible presentation in the form of an exhibition of Czech designers in the field of sustainability. Within the framework of this work, the exhibition will take place at the Czech Centre Vienna with the possibility of moving to other selected centres within this network. The aim of this event is to promote the Czech sustainable designs and designers, as sustainability that is currently in demand, and to create new business opportunities for Czech green designers.

6.1 Czech Centres Network

Czech Centres, a contributory organisation of the Ministry of Foreign Affairs of the Czech Republic, are a key instrument of public diplomacy of the Czech Republic's foreign policy and strengthen the reputation of the Czech Republic in the world. As a cultural institute, they are a member of the EUNIC network of European cultural institutes abroad. (Czech Centres, 2022)

6.2 Services

The Czech centres provide the following services:

1) Czech Centres present the Czech Republic in cultural and social fields: arts, creative industries, promotion of the achievements of Czech science and innovation.

2) Teaching the Czech language abroad: they are involved in international projects and serve as a platform for the development of international cultural dialogue.

Currently, there are 26 branches of Czech Centres (CC) abroad on 3 continents. In addition to the Czech Centres, there are also Czech Houses in Moscow, Jerusalem, and Bratislava. The headquarters of the Czech Centre is located in Prague. As a rule, only one Czech Centre or Czech House is represented in each country. The exception is Germany, where we find one Czech Centre in Berlin and one in Munich. (Czech Centres, 2022)

List of Czech Centre branches:

Athens	Madrid	Rome
Berlin	Milan	Sofia
Bratislava	Munich	Seoul
Brussels	Moscow	Stockholm
Budapest	Moscow (Czech House)	Tbilisi
Bucharest	New York	Tel Aviv
Jerusalem	Paris	Tokyo
Kiev	Prague	Warsaw
London	Rotterdam	Vienna

6.3 Czech Centres Description Sheet

Table 1 Czech Centres Description Sheet

Business Name	Czech Centres
Company Mission Statement	The Czech Centres is a contributory organization of the Ministry of Foreign Affairs of the Czech Republic. They are an integral part of the Czech Republic's foreign policy to promote the values formulated in the preamble of the Constitution of the Czech Republic, and are a core instrument of cultural diplomacy in the framework of public diplomacy, whose mission is to promote and enhance the Czech Republic's good name and reputation in the world and strengthen cultural relations between countries (Czech Centres 2022)
Company Philosophy/ Values	The Czech Centres represent the country in a variety of cultural and social spheres, ranging from art and creative industries to Czech research and technological achievements.
Company Vision	Promotion of Czech culture and supporting Czech reputation in the world.

Goals & Milestones	1. Cultivating and strengthening the perception of the Czech Republic as a modern and innovative country, firmly anchored within European structures, responding to the pressing issues of the contemporary world 2. Implementation of current global issues (sustainability, environmental policy, social responsibility, social inclusion, digitalization, cultural diversity, gender issues, etc.) 3. Identification with European social and cultural values and their support outside the European area. Developing cooperation within EUNIC 4. Strengthening affiliation to the Central European cultural space 5. Building a positive image of the Czech Republic by strengthening cooperation with Czechs living abroad
Target group	People interested into art. Czechs and Slovaks living or staying abroad. People interested into Czech/Slavic/foreign culture. Age group: 20 – 60. Education: higher level of education
Industry/ Competitors	1. Cultural centres of other countries 2. Galleries and museums

Legal Structure/ Ownership	Ministry of Foreign Affairs of the Czech Republic

7 PLAYERS AND GREEN DESIGNS SUPPORT

The European Union take represents a huge advantage in the internal thu that makes planning collaborations between designers and their potential business partners easy. As far as uniform European product regulations are concerned, they are an advantage for designers as they do not have to adapt their products to each country individually - of course this may not be the case for products where a country has to set its own product regulations.

The exhibition project is primarily intended for locations in the European Union. In organising and planning the exhibition, it is to some extent an advantage that the countries of the European Union act in a uniform manner in many aspects of environmentalism. This will simplify the work of market research. But this does not mean that market research for individual European Union countries is easy. Each EU country is highly individual. Factors that influence countries in their environmental policies are economy, climate, culture, history, among others. When planning an exhibition and selecting designers and designs, both the politics of the country and the population (or target groups among the population) along with their initiatives and institutions, and their approach to environmentalism must be taken into account. It must also not be forgotten that the inhabitants are influenced and motivated (either negatively or positively) by politics and geopolitics such as contributions to support environmentalism, increasing energy prices, pollution of the planet, etc.

7.1 Market Research

In order to tailor exhibitions in each country to the local market, it is necessary to analyse that market. It is necessary to obtain information on the markets in relation to ecology in each country. The countries of the European Union are subject to regulations and different environmental plans. However, they also have the possibility of benefiting from the various funds for environmental support, renewable energy, etc. that the European Union provides.

To make a suitable foreign market research to achieve a successful a sale of a product (here promotion of the Czech green design abroad), it is necessary to create an export-oriented market research. As an example, in order to collect data for this particular research, publicly accessible data from the national governments and from the European Union can be used. It is also possible to contact CzechTrade or the economical department of the local Czech Embassy.

It might be useful to get informed about ongoing or upcoming green project in the country (e.g., Zoneiland in the Netherlands). This, and other, can help the designers and organisers to choose the most suitable and demandable designs for the specific foreign market.

When gathering information on a given market, it is therefore a good idea to start with the European Union and the relationship between the country in question in terms of the economy and environmentalism. Then we can focus on the country of our choice. This chapter briefly discusses sustainability in the European Union and in Austria as a brief example:

7.2 European Union

7.2.1 Sustainable Development Goals

Sustainable development is a key principle of the Treaty on European Union. It is its number one objective for the Union's internal and external policies. The United Nations 2030 Agenda consists of 17 Sustainable Development Goals (SDGs) that are intended to be applied universally to all countries. The goals are a commitment to deracinate poverty and achieve a sustainable world by 2030 and beyond, with human well-being and a healthy. (United Nations, 2015)

Figure 1 Sustainable Developmnet Goals (United Nations, 2015)

7.2.2 Sustainable Product Policy & Ecodesign

The EU's sustainable product policy, energy labelling and eco-design legislation are key tools used in improving energy efficiency and sustainability of products, as there is a demand across the globe for more sustainable and efficient products to resource consumption and reduce energy. The EU helps to banish the least performing products from the market and to support industrial competitiveness, as well as innovation by promoting a better environmental performance of products across the internal market.

At the end of March 2022, the EU published following proposals on sustainable products. Here are their headlines:

- Proposal for a Regulation on Ecodesign for Sustainable Products
- Chapeau communication on making sustainable products the norm
- Questions and Answers on Sustainable products initiative
- Factsheet on Sustainable products initiative

Priority product groups identified in the value chains included in the new circular economy action plan are, among others: electronics, furniture, ICT, textiles, and high impact intermediary products such as chemicals, cement, and steel. The EU has stated taking part in following actions:

• improved enforcement of existing applicable legislation

• overarching product policy concepts and minimum sustainability and disclosure criteria for most key products

• greater execution of existing relevant legislation

• EU rules on mandatory sustainability labelling and release of data to consumers on products along value chains, attempting to make producers responsible for intervention before goods become waste (take-back methods, providing products as a service, offering repair services, guarantees for spare parts availability).

• EU legislation requiring public procurement of products to meet minimal sustainability requirements

• measures on raw materials and goods (e.g., certifications indicating due care to avoid child or slave labour and environmental implications)

• monitoring of manufacturing techniques (e.g. facilitation of recycled content, remanufacturing, and also minimising the usage of hazardous substances)

(European Comission, 2022)

7.3 Austria

Austria is trying to follow the path of sustainability. The country does so in energetics as well as in other areas. Currently, the ÖVP is the ruling party, together with the Green Party (Grüne). Austria has several strategies and institutions that promote sustainability. These are governmental and non-profit organisations.

Some of them could support the exhibition. Either as consultants, or they could become future business partners or intermediaries for new contacts. Representatives of these organizations should be invited to the exhibition. The list of these institutions and strategies, along with their activities should be discussed with the designers so that they can prepare for the exhibition and adapt their design pieces to the exhibition.

Here are listed some of these institutions:

7.3.1 Smart City Wien

According to the Smart City Wien strategy, the "Smart City Wien" is a vision of a city in that allows to live well without the expense of the environment and thus of future generations. To realise its goals, Vienna is using the opportunities that bring the social innovations and new technologies.

The cornerstones of the strategy are as following:

Energy supply	Urban Ecology, Environment & Water
Mobility & Transport	Health & Social Inclusion
Buildings	Education, Science & Research
Economy & Work	Digitalisation
Zero Waste & Circular Economy	Participation, engagement, and culture
Adaptation to climate change	

The revision is primary focused on:

- Integration of a Vienna "Greenhouse Gas Budget" and the aim "Climate Neutrality by 2040."
- Individual aims must be adapted to the new guiding goal, particularly in the fields of mobility, buildings, and energy supply, as well as zero waste – waste avoidance and recycling – and the circular economy.
- More specifics in the domain of climate change adaptation
- In all target areas, a stronger implementation orientation is needed.

(Smart City, 2021)

Figure 2 Smart City Wien (Smart City, 2021)

7.3.2 Austrian Council for Sustainable Development

The Council is a non-profit organisation working in compliance with the United Nation's SDGs. Here are some of the tasks and working methods and instruments of the council:

The Council's Tasks

- Policy support for sustainability on a national, European, and global scale
- Promotion, initiation, coordination, and implementation of national and international projects on environmental, climate, nature, and species protection, charity, development cooperation, disaster relief, transformation, corporate responsibility, social development, social and economic sustainability, Global Sustainability Goals (SDGs), surveys and studies, and campaigns with partners.
- Identifying the obstacles, areas of action, options, perspectives, and possibility for achieving the Sustainable Development Goals
- Sustainability promotion as a public and societal concern
- Exchange with central actors on the state of sustainable development and implementation possibilities
- Multiplier and driver of sustainability and SDG efforts and strategies on a national and worldwide scale.

Working techniques, formats, and instruments used by the Council

- Working groups on specific missions and initiatives, as well as working groups on basic topics.
- Individual council members' support for the office's work (advisory councils)
- Expert presentations, conferences, and seminars, to name a few.
- Project conception, promotion, and implementation
- Support for governmental and private sector sustainability initiatives
- Participation in European and international sustainability councils and other comparable organisations

(Österreichischer Rat für Nachhaltigkeit, 2022)

7.3.3 ÖSTRAT

Since 2010, Austria works its strategy called ÖSTRAT – “Austrian strategy for sustainable development”.

7.3.3.1 Objectives and starting point

The ÖSTRAT is meant to be a supplement to sustainability activities undertaken by the federal government of Austria, by ministries or by the Austrian states (Bundesländer). It identifies the anticipated challenges, critical areas of action, and future priorities. On the journey to a sustainable Austria, it acts as a common direction and implementation framework for the federal government and the states.

7.3.3.2 Policy framework

The strategy focuses on politics and administration, but it also aims to improve topic-specific collaboration between the federal government, the states, regions, municipalities, social partners, and civil society organisations.

The ÖSTRAT organises events such as "Green Events," "Action Days on Sustainability," "Buy Consciously," "Growth in Change," and the "Agenda 21 Network".

7.3.3.3 Central challenges

- Preserving life's natural and ecological foundations, preventing, and combatting poverty, ensuring individual prosperity, and enhancing Austria's attractiveness as a business destination
- Shaping globalisation in a way that is both environmentally and socially sustainable
- Getting to the employment goals
- Providing a high level of social security and societal cohesion
- Taking appropriate efforts to combat demographic trends
- Gender mainstreaming strategy implementation in all topic areas

(Bundesministerium, 2022)

7.4 Ecology and public

The Alpine republic is known for its stance on protecting its nature, which is key to the country's tourism, its wind propellers and its views on nuclear power plants - such as the Czech Republic's Temelín.

Austria has a number of associations that focus on sustainability. For example, Austrian Wind Energy Association, Eurosolar Austria, “Innovative Buildings” and more.

https://www.eu-umweltbuero.at/ueber-uns/eeb-und-kooperationspartner/umweltorganisationen-oesterreich/

7.5 Selection of Czech Centres for the Exhibition

It is important to select cities or countries where the exhibition could reach its potential. One of the cities is Vienna, where I have gained personal experience with the local Czech Centre and the local embassy as part of my internship work placement. However, this is not the only thing that plays a role in the choice of city. At the same time, Austria richly supports projects related to green transformation - both at the public level and with entrepreneurs, which motivates this transformation. Under the European Union's European Recovery Funds, which are intended to kick-start the European economy after pandemic crisis, Austria is to receive € 3.5 billion. Of these contributions, a total of 37% must go to climate protection and 20% to digitalisation in all countries, while the rest of the investment must not be used for projects that are contrary to climate protection. Austria wants to invest even more than the 37% in climate protection. The funding and projects will run until 2026.

I see this as one of the reasons why it could be promising to organise an exhibition and at the same time promote Czech green designers in Europe and specifically in Vienna. There is also potential in other cities, which I will discuss in the next point.

7.5.1 Other Countries

Many of the exhibitions of the CC travel to various other branches. However, it is not a rule or an obligation that an exhibition must circulate to all branches of the CCs in the world. I will divide the European countries in which an exhibition could take place into the following two groups:

a) Countries with an ecological tradition

Austria Belgium, Germany, the Netherlands,

b) Countries with low ecological tradition

Bulgaria, Romania

When doing market research and researching general public's opinion, one of the quite simple techniques might be to do a comment section analysis below articles. If we want to analyse only a part of the public (a certain target group), we obviously need to find relevant articles for this. This technique needs to be done by someone who is knowledgeable about

the culture, able to find relevant articles from across the spectrum of supply and understands the language of the country. While this technique is relatively simple and can be done remotely, the overall analysis (which may be misleading or inaccurate) should be done more comprehensively in more ways than just commentary.

8 PROJECT

Promotion of Czech green design in selected EU countries will take the form of an exhibition in selected Czech Centres. The following document is a guide that Czech Centres can use to organise the exhibition.

This document contains project introduction, project objectives, project analysis, planning, financial analysis, promotion plan including target group

The implementation and financing of the exhibition will be provided by Czech Centres.

8.1 Exhibition Sheet

Table 2 Ehibition Sheet

Exhibition description	Promotion of Czech green design and green designers in Czech Centres in selected European countries.
Exhibition goal	Making awareness among foreign entrepreneurs, investors and public sector about Czech green design and green designers.
Exhibition output	Potential investors and clients for the Czech green market Improving the image of the green Czech designs Information exchange Audience feedback on Czech designs
Target group	Foreign: • Entrepreneurs • Investors • Public sector • Academical field

	All the above interested into environment, environmental design, environmental-oriented policy (including environmental-supportive funds). • Companies with interest on green design • Designer centres • Journalists • Economical departments (or similar) of other countries • Public o People interested into design o Age group: 20 – 60. o Education: higher level of education
Exhibition duration	Three months (each exhibition)
Exhibition location	Selected Czech Centres in Europe

8.2 SMART Goals

Specific: Making awareness among foreign entrepreneurs, investors and public sector about Czech green design and green designers.

Measurable: Promotion and exhibition range. Number of business contacts.

Achievable: Many countries and companies support ecology.

Relevant: Currently, there is a demand for green design.

Time-bound: Duration of each exhibition is three months.

8.3 Objectives

The aim of the exhibition in the Czech Centres is to make foreign entrepreneurs, investors, and public administration aware of the capabilities and products of Czech green designers and designs and to reach potential customers.

8.4 Project goals – sub-objectives:

Introducing new products

Getting investors

Empowering the position of the Czech green design on the (specific) market

Creating awareness and developing relationship with new prospects

Providing product demonstration (audience gets to see the product in operation)

Finding out more about the audience need

Receiving feedback from the audience and improve the product

Network developing

Steps that need to be undertaken to reach the goals:

- Organising an exhibition to promote Czech design abroad (through an exhibition at Czech Centres)
    - Contacting Czech Centres
    - Finding suitable green design, designers, and design studios
    - Contacting these designers and establishing cooperation on the project successfully
- Selecting suitable venues for the promotion of Czech green design (selecting suitable Czech Centres in which to hold the exhibition)
    - Creating a market analysis
    - Selecting appropriate target markets where Czech green design has potential

- Developing a suitable promotional strategy to promote Czech green design (in Czech Centres)

Identifying the target group(s)

Analysing the target group

Creating appropriate promotion to reach target groups

8.5 Contribution to designers

The exhibition is an advertisement for designers. Thanks to the exhibition, they can make themselves visible and become known abroad. They don't have to invest any money in this promotion as it is financed by Czech Centres. The investment that the designers must do is their time and work.

The designers have the opportunity to get business contacts and contracts.

Finally, the exhibition is a form of career and personal development for designers. After the exhibition, they can further develop their experience and pass it on to their colleagues, for example in design centres.

8.6 Contribution to the selected country

Selected countries and international visitors to the exhibition can discover design objects and concepts they may not have known before. For some clients, Czech designs may be more affordable.

8.7 Contribution to the Czech Republic

The exhibition can contribute abroad to the fact that the Czech Republic is interested in innovation, environmentalism and design, and that Czech designers are able to deliver quality and efficient products to the European market.

9 PROJECT METHODS

For this project, three analyses will be used: Marketing mix, the STP analysis, Gantt chart, Risk analysis, and SWOT analysis.

9.1 Marketing Mix

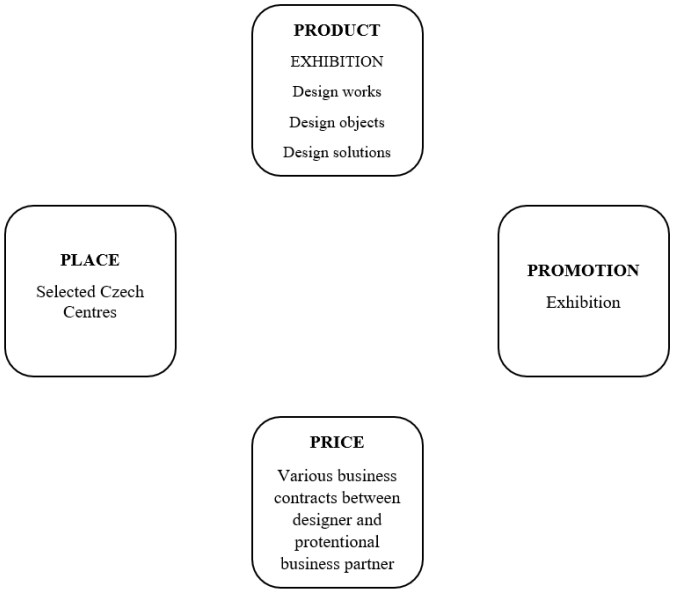

Figure 3 Marketing Mix

9.2 STP Analysis

- Segmentation
    - Geographic segmentation
        - elected EU country (Austria)
    - Demographic segmentation
        - age: 20-60 years old (productive age)
        - higher education level (high school degree and higher)
        - occupation: Foreign: Entrepreneurs, investors, academical field interested into environment, environmental design, environmental-oriented policy (including environmental-supportive funds), designer centres, journalists, economical departments (or similar) of other countries
    - Behavioural segmentation
        - Environmental-oriented
        - Environmental-motivated
- Targeting
    - Size
        - Differs from country to country
        - An analysis based on data (among other) from public sources and with help of CzechTrade or economical department of an embassy must be done
    - Profitability
        - Differs from country to country
        - An analysis based on data (among other) from public sources and with help of CzechTrade or economical department of an embassy must be done
        - E.g.: some countries might demand architectonic green design more than any other kind of green design

    - Reachability
        - There should be one basic model of the exhibition. If necessarily, the exhibited design objects might be customised to each target market
- Positioning
    - Functional positioning
        - Czech designs might provide to the protentional business partners the perks of sustainable design implementations
        - Czech designs might help protentional business partners to fulfil various environmental-oriented regulations
    - Experimental positioning
        - Many customers (and their customers) are environmental-oriented in their beliefs

9.3 Gantt Chart

This Gantt chart shows five phases of the Czech Centre's exhibition planning: initiation, planning, execution, project performance and control and closure.

The grey boxes indicate the days (weekdays in grey and weekends in orange). The green field with the letter V indicates the opening day. The letter D in the green field indicates the day of the dernissage. The space between V and D indicates three months - the duration of the vernissage. The blue field indicates the duration of the entire exhibition, i.e., three months. Phase 4 should run continuously throughout the exhibition.

The purple boxes mark the days during which the task should be entertained. Red boxes mark important points without which the following steps cannot be taken. Light purple indicates a task that can be started at almost any time during the planning process - but must be completed well in advance of the opening!

Day 1 and 2 is only a hint - as a "pre-phase", i.e. discussion with designers, Czech Centres headquarters, country selection, etc. Chapter 10,1 will be devoted to this phase.

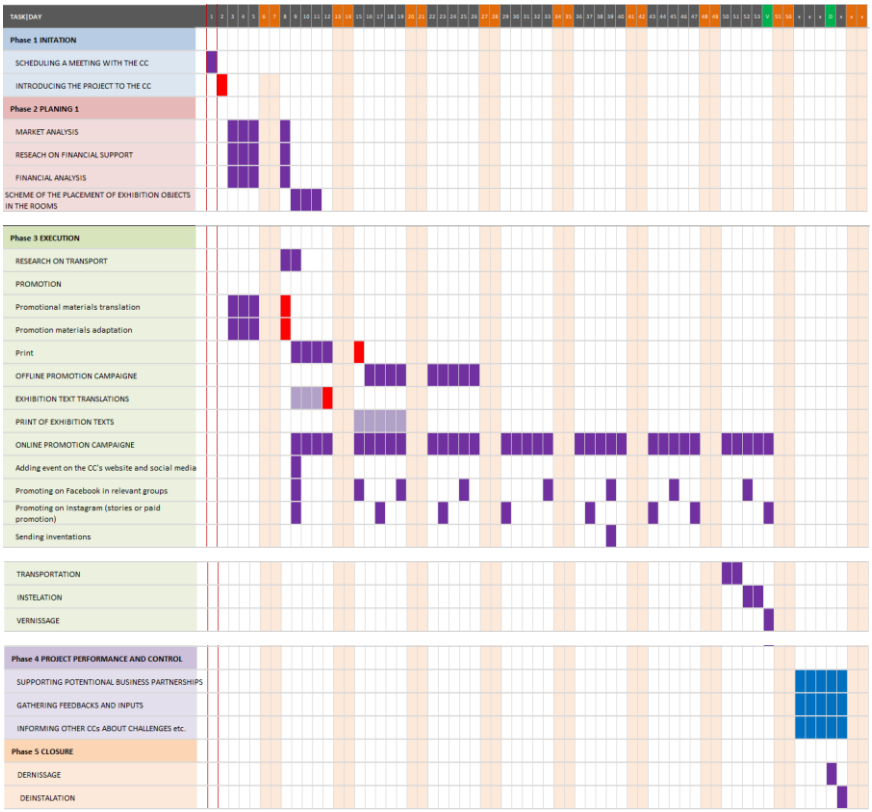

Figure 4 Gantt Chart

9.4 Risk Analysis

Table 3 Risk Analysis

OBSTACLE	SOLUTION
Flawed market analysis	Work with a person who understands management and also speaks the language of the country. A lot of crucial information is found exclusively in the language of the country. Use the Embassy or CzechTrade trade department who are knowledgeable about the market or are able to supply information to help with the market analysis.
Errors in the texts of promotional materials	Hiring a person whose mother tongue is the language of the country and who is able to proofread the texts.
Poor target group outreach	The target groups for this exhibition are quite specific, and it can be challenging to attract them to the exhibition. A detailed analysis of each target group should be done. It is important to do a take analysis of each selected important investors, entrepreneurs, and institutions.
Failing in establishing business contacts with potential business partners	It is necessary to consult with designers and design centres on the foreign market, to present them with an analysis of the foreign market, a detailed analysis of suitable target groups. Then the designer must consult with the event organiser what he/she can offer the

	country. The organiser will then ensure how to communicate and promote these things.
Some design products may not match the market in a given country	if the green design and environmentalism differs significantly, the exhibition needs to be adapted accordingly - communication of the exhibition and designs, adaptation of exhibited designs, ensuring logistics regarding changes

9.5 SWOT

Table 4 SWOT Analysis

STRENGHTS	WEAKNESSES
• Links between the Czech Centres and embassies • Premises in the centre of metropolises • Trend; future, EU and government funds • Environment and ecology are trending topics gaining attention	• Huge concurrence in sustainability (especially in some western countries) • Czech Republic is not seen as a strongly sustainable country in the EU • High competition in some countries • Green solutions might be pricey
OPPORTUNITIES	**THREATS**
• Business contracts for Czech designers • Contributing to Czech design and green reputation. • Innovative problem solving coming from a new environment	• competition in western countries • disapproval of headquarters or individual Czech Centres, • distrust, conservatism • lack of interest from public administration and entrepreneurs

10 PLANNING

The planning part is divided into two parts. The first part deals with the pre-exhibition part, such as researching designers, suitable hosting countries etc.

The second part shows a plan, that the selected Czech Centre should follow when preparing the exhibition.

10.1 PART 1

Researching designers

Exhibited items must be sustainable designs. These designs can fall into any category of environmental design: interior design, fashion design, design that will contribute to energy saving or clean energy, etc. Designers who create unsustainable designs as part of their work can take part in the competition - the important thing is that the design exhibited is sustainable. If a designer produces unsustainable designs that are unethical or controversial, whether from an environmental or other point of view, he/she may not participate in the exhibition.

Designers should represent diversity: young and experienced designers, small and large, and designers from different fields of design should be represented.

The research of designers can be also carried out with help of Czech Design, by contacting the universities where design-related fields are studied, e.g., UTB, VUT, and by searching the Internet. Another possible way of finding suitable designers may be the Ministry of Industry and the Czech Chamber of Commerce.

Researching target countries

When researching countries, it is important to find out what are their ecological tradition, current ecological and technical tendencies of the countries. Here I will divide the research into two parts - ecology and government/state support, and ecology and private business.

a) Ecology and the state

Research throughout the of ministries of environment, industry, transport; cities; chambers of commerce, newspapers, etc.

The advantage is that the countries with ecological tradition usually provide websites with complete information.

b) Ecology and private enterprises

Research supported by information from chambers of commerce, newspaper articles, websites of individual entities.

The disadvantage here is that the countries with lower ecological tradition have often uncluttered websites.

Processing information

Several crucial criteria must be taken into account during this step to carry out a successful exhibition bellow the said criteria are listed

- Analysing current Czech designs and designers that have proven to be sustainable
- Detecting the areas that require this design and for which Czech designers can bring a sustained benefit
- Analysing the centres in which the exhibition would take place while taking into account the previous steps to know where and which centre is appropriate and strategic for the exhibition
- Choosing the potential designs judged sustainable and efficient for the Analyse needs of the market

Contacting headquarters 1

Once the processing of the existing information and a proper decision is taken, we can start preparing a proper file to present. When contacting the headquarter, the following steps and considerations are necessary:

Presentation of the plan

A concise and efficient plan must be presented with all the organisation considerations. Potential green designs and designers, as well as potential customers and business partners should be presented as an example.

Requirements

This is where expectations from the headquarters are discussed, like non-financial support with the organisation. Requirements should specify clearly and concisely what is needed, for what purpose, for how much time and what's the effort required for it.
It should e discussed what Czech Centres would be suitable for the exhibition.

Contacting designers 1

The Czech Design organisation, which has contacts with various designers, can help with the mediation of contacts to potential exhibition participants.
Criteria for selecting designers:
The designer's products must be sustainable. The designer's products must contribute to sustainability.
It is necessary to encourage the protentional presenting designers to express their inputs, opinions, and requirements and to process them.

Contacting headquarters 2

Presenting the output of the meeting with the designers, including their inputs, opinions, and requirements. The headquarters should express their feedback to the conclusion of the previous step. This feedback must be later processed and presented to the designers.

Contacting designers2

The designers must understand the target group in the potential selected countries, where the exhibition takes place. Based on this, they must choose designs that would be suitable for the exhibition.

Funding

Expected funding and expenses must be calculated/estimated in advance and communicated clearly to the headquarters, along with other financial expectations if required. We must not forget that some costs differ from country to country.

Logistics

This part includes all the organisational and logistical considerations prior, during and post-exhibition, like transport, positioning, the way of presenting, volume and space taken. And the expenses for logistics must also to be included in the funding part.

Transport

The exhibition planning must take into consideration the space of all participating Czech Centres. The exhibition might be transported by train or boat when crossing the sea. Since the exhibition presents green design, it would not be suitable to use a lorry. However, a lorry or several vans must be used for the transport of the objects from the train station to the Czech Centre.

When searching for a transportation company, we must take into account that some objects might me fragile. Therefore, a transport company that has experience and equipment for transporting such objects should be chosen. Also, it would be suitable to choose a Czech transportation company.

10.2 Part 2 – Exhibition Planning Chart

Table 5 Exhibition Planing Chart

Phase 1 INITATION
SCHEDULING A MEETING WITH THE CC
INTRODUCING THE PROJECT TO THE CC
Phase 2 PLANING 1
MARKET ANALYSIS
RESEACH ON FINANCIAL SUPPORT
FINANCIAL ANALYSIS
SCHEME OF THE PLACEMENT OF EXHIBITION OBJECTS IN THE ROOMS
Phase 3 EXECUTION
RESEARCH ON TRANSPORT
PROMOTION
Promotional materials translation
Promotion materials adaptation
Print
OFFLINE PROMOTION CAMPAIGNE
EXHIBITION TEXT TRANSLATIONS
PRINT OF EXHIBITION TEXTS
ONLINE PROMOTION CAMPAIGNE
Adding event on the CC's website and social media
Promoting on Facebook in relevant groups
Promoting on Instagram (stories or paid promotion)
Sending inventations
TRANSPORTATION
INSTELATION
VERNISSAGE
Phase 4 PROJECT PERFORMANCE AND CONTROL
SUPPORTING POTENTIONAL BUSINESS PARTNERSHIPS
GATHERING FEEDBACKS AND INPUTS
INFORMING OTHER CCs ABOUT CHALLENGES etc.
Phase 5 CLOSURE
DEINSTALATION
NEXT TRANSPORTATION
INSTELATION

11 FINANCES

11.1 Czech Centres

The realisation and financing of the exhibition will be provided by Czech Centres. Czech Centres are financed by the Czech Republic. The Czech Centres provide their interiors and stuff. Usually, the Czech centre staff consists of director, deputy director, curator and two to five interns.

11.2 EU Funds

The European Union provides a range of funding to support the circular economy and sustainability. These might help the Czech Centres with financing the exhibition.

The EU funding provides are for example the LIFE programme that supports quality of life, circular economy, nature and biodiversity throughout the EU and also in the EU Overseas Countries and Territories. Another example the European Climate, Infrastructure and Environment Executive Agency (CINEA). We must not forget the European Recovery Funds, which are already mentioned in this paper.

12 MARKETING AND PROMOTION

Czech Centres exhibitions are funded by the Czech government. The investment in this exhibition can return many times over to the Czech Republic. Czech Centres are usually located in the capital cities, where embassies and business institutions of different countries are also located. Thus, the exhibition is not only accessible to the country in which the centre is located, but also to many other countries at the same time.

Marketing and promotion should be uniform, at least in terms of visualisation. Nevertheless, it is necessary to analyse and focus on the target group, which differs in its characteristics from country to country. The analysis for marketing and subsequent promotion and communication can again be divided into groups:

a) uniform marketing and promotion

b) focus on individual countries.

Czech centres are under the Embassy of the Czech Republic. This enables the Embassy to help to promote the exhibition. This promotion should consist of sending out invitations on behalf of the Embassy. These invitations should be sent to the embassies of other countries and their trade institutions. They should also be sent to companies and organisations working on sustainability and to potential clients and business partners.

12.1 Sustainable Promotion

The goal of the exhibition is spreading sustainability, However, the exhibition itself should also be organised in accordance with sustainable manners. The exhibition should be transported by train instead of lorry. There should be representation of various Czech green designers. The exhibition should give a chance to promote also to small and young designers, not only big names of the design world. At the same time, the exhibition should target, among others, on small businesses to give them a chance to use and find information about green design.

12.2 Target Groups

- Companies with interest on green design
- Designer centres
- Journalists

- Economical departments (or similar) of other countries
- Design- and sustainability-related universities
- Public
    - Age group: 20 – 60
    - Education: high school or university

12.3 Promotional Channels:

12.3.1 Invitations

Invitations from the embassy or CzechTrade should be a key promotional channel in reaching potential business partners. These should be sent to embassies of other countries and their trade institutions. They should also be sent to companies and organisations involved in sustainability and to potential clients and collaborators. CzechTrade or the embassy should conduct a search and find the most important business partners in the country. Czech Centres will search for less significant or smaller potential clients and business partners.

12.3.2 Website

Czech Centres usually publish a photo or poster and a detailed description of the event (circa one standard page) on their website. The description must include, among other things, a link to each designer. For instance, a link to their websites and social networks. Herby, those interested parties who are unable to attend the exhibition can access their work.

12.3.3 Social networks

- As this exhibition can make for a significant return, it would be a useful to invest in paid.
- Czech Centres usually use Facebook and Instagram. Promotion can also be through TikTok, which can attract young people, especially university students, to the exhibition.
- The embassy can help with the promotion on Twitter and other social media.

12.3.4 Offline Promotion

- Promoting the exhibition at other events of the Czech Centres or the Embassy.
- Posters and leaflets in the Czech Centre.
- Distribution of leaflets at universities (e.g., notice boards). Specifically in technology departments, design departments and sustainability related departments.

CONCLUSION

Green design is currently a highly debated topic in both political and social areas. Thanks to the promotion of sustainability by governments and the European Union, green designers have the possibility and resources to create sustainable designs.

Czech Centres and the Czech Republic can support the project of the exhibition of Czech green design in order to promote it. For this purpose, they can use the developed project guid of this thesis.

The aim of the theoretical part was to introduce design and management including green design and sustainable management. The theoretical part was also devoted to foreign market research.

In the practical part, several analyses and guidelines were developed based on an exhibition that can be organized in selected Czech Centres in the European Union countries. The analysis of the foreign market and project support was based on potential research of the Austrian market regarding sustainability. The analysis of the project was carried out by means of a marketing mix and SPT analysis. The project problems were analysed in risk analysis and SWOT analysis. The plan and the steps of the promotion of the exhibition were illustrated by a Gantt chart.

The practical part included planning of the exhibition in two parts: developing a plan for selecting the players of the exhibition and developing a plan for promoting the exhibition of Czech green design in Czech Centres.

The project can be extended and used as a basis for the promotion of Czech green design in Czech Centres or in other institutions within the European Union..

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LIST OF ABBREVIATIONS

C2C	Craddle to craddle
CC	Czech Centres
EU	European Union
ÖSTRAT	Österreichische Strategie Nachhaltige Entwicklung
SDG	Sustainable Development Golas
SPT	Segmentation, Positioning, Targeting
SWOT	Strengths, Weaknesses, Opportunities, Threads

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